



OSC Leadership Programs Presentation

17 July 2002

Doreen Youngberg

Connie Resetich

AMSOS-HRL



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Agenda

- **OSC Sponsored Leadership Programs**
- **Local University Programs**
- **Planned Actions for CY2002 Leadership Funding**
- **Long Term Training and Competitive Professional Development through Career Programs**

OSC Sponsored Leadership Programs

- Leadership Development Program
- Supply Chain Management MBA Program - WIU/
 - John Deere
- On-Site Senior Executive Service Candidate
- Development Training (SESCDT) Program
- On-Site Executive Leader Program
- On-Site Center for Creative Leadership, Leadership Development Program



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OSC Leadership Development Program

- **1-Year, Full-Time University Training**
- **15 Participants at Various Grade Levels**
 - **4 GS-14s/15s**
 - **6 GS 11s-13s**
 - **5 GS-09s and Below**
- **Maximum \$10K per participant; tuition/books only (no TDY costs paid)**
- **Application Deadline - 25 July 2002**
- **Candidate Selections - 31 July 2002**
- **POCs:**
 - **Connie Resetich, AMSOS-HRL, Resetichc, x27777**
 - **Judy Marxen, AMSOS-HRL, Marxenj, x27775**



Supply Chain Management MBA Program

- **OSC is Partnering with WIU & Deere & Company**
- **18-Month Program, Maximum of 10 Participants**
- **6 Courses held on Saturdays at WIU Quad City Campus, John Deere Room**
- **Earn SCM Certificate and/or Earn 18 Graduate Credits toward WIU MBA**
- **Announcement: 2 July 2002**
- **Training Orientation: 11 July 2002**
- **Application Deadline: 23 July 2002**
- **Selection of Candidates: 1 August 2002**
- **Training Begins Saturday, 24 August 2002**
- **POCs:**
 - **Connie Resetich, AMSOS-HRL, Resetichc, x27777**
 - **Judy Marxen, AMSOS-HRL, Marxenj, x27775**



On-Site SES Candidate Development Training Program

- **Up to 24 OSC Participants; GS-14-15s**
- **Announced: 18 April 2002**
- **Application Deadline: 2 May 2002**
- **Selection of Candidates: 13 May 2002**
- **Training Orientation: 23 May 2002**
- **Assessment Feedback Session: 18-19 June 2002**
- **Training Sessions: 8-12 July and 5-9 August 2002**
- **POCs:**
 - **Doreen Youngberg, AMSOS-HRL, Youngbergd, x23332**
 - **Judy Marxen, AMSOS-HRL, Marxenj, x27775**



On-Site Executive Leader Program

- **Develop 24 leaders; GS-11-13s**
- **Program Focus - Custom Designed Curriculum, OPM's Executive Core Qualifications for Leaders**
- **Announcement: 16 May 2002**
- **Application Deadline: 6 June 2002**
- **Candidate Selection: 17 June 2002**
- **Training Orientation: 10 July 2002**
- **4 Training Sessions: 12-16 August 2002; 4-8 November 2002; 3-7 February 2003 and 7-11 April 2003**
- **POCs**
 - **Doreen Youngberg, AMSOS-HRL, Youngbergd, x24071**
 - **Judy Marxen, AMSOS-HRL, Marxenj, x27775**



On-Site Center for Creative Leadership, Leadership Development Program

- **Develop up to 24 Leaders**
- **Look for Announcement**
- **Program Focus: Enhance Individual Leadership Capacities; Self-Awareness-Based Learning Process**
- **Outcomes Include (not limited to):**
 - **Thorough Appraisal of Leadership Style/Behaviors**
 - **Gain Clear Perspective of Personal Strengths/Developmental Needs**
 - **Improve Ability to Give and Receive Constructive Feedback**
 - **Develop Plan for Transferring New Skills into Practice**
- **POCs:**
 - **Sonya Tawney, AMSOS-HRL, Tawneys, x24071**
 - **Judy Marxen, AMSOS-HRL, Marxenj, x27775**

Local University Programs

- **St. Ambrose University/ACALA Academy**
- **St. Ambrose University - Masters of**
- **Organizational Leadership Graduate Programs**
- **On-Going Actions for University Program Expansion**



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OSC Participation in On-Site University Programs

- **St. Ambrose University/ACALA Academy**
- **Undergraduate Programs**
 - **24 credit hour business certificate**
 - **Bachelor of Arts Degree**
- **Graduate Programs**
 - **Masters of Organizational Leadership with two concentration areas**
 - **Logistics Management Concentration**
 - **Organizational Leadership Concentration**
- **100+ OSC Participants since August 2001**



Undergraduate Programs

■ 24 Hrs Business Cert

- Principles of Management
- Principles of Marketing
- Human Resource Mgmt
- Org Theory/Communication Behavior
- Legal Environment of Business
- Diversity in the Workplace
- Group Decision Making
- International Business

■ Bachelors in Business

- Fundamentals of Math
- Intermediate Algebra
- College Algebra
- Written Communication
- Written Business Communication
- Macro Economics
- Micro Economics
- Accounting Principles I
- Accounting Principles II
- Business Ethics
- Statistics for Business



Masters of Organizational Leadership Graduate Programs

- **Foundation Course**
 - **Leadership Through People Skills**
- **Core Courses**
 - ▮ **Leadership Theories, Practices, Context**
 - ▮ **Assessing Leadership Skills**
 - ▮ **Critical Thinking and Decision Making**
 - ▮ **Ethics, Integrity and Social Responsibility**
 - ▮ **Conflict Resolution**
- **Log Mgmt Concentration**
 - **Logistics and Transportation Mgmt**
 - ▮ **Procurement and Supply Management**
 - ▮ **Seminar in Business Logistics**
 - ▮ **Logistics Systems Management**

One of the following:

 - ▮ **Human Resources**
 - ▮ **Planning Strategically**



Masters of Organizational Leadership Graduate Programs

- **Organization Leadership Concentration**
 - **Organizational Communication**
 - **Planning Strategically**
 - **Building Teams**
 - **Managing Diversity**
 - **Human Resources**
- **Both Concentrations**
 - Either:**
 - **Thesis in Leadership**
 - **Practicum**



On-Going Actions for University Program Expansion

- **Including OSC Requirements in TACOM-RI Scope of Work for Options beyond Masters in Organizational Leadership in the next contract competition**
 - **St Ambrose University**
 - **On-site MBA Program**
 - **On-site DBA Program (PhD)**
 - ▢ **Western Illinois University**
 - **Coordinating with CPAC & Island Tenants**
 - **Undergrad & Graduate Programs**
 - **Potential for Significant Cost Savings over St. Ambrose**
 - **On-site facility/office space**
- **Army Acquisition Workforce Opportunities**
 - ▢ **Naval Post Graduate School, Monterey, CA**
 - **On-Site Distance Learning - Masters in Program Management**
 - **On-Site Distance Learning - Masters in Contract Management**

Long-Term Training/Competitive Professional Development Through Career Programs

- **Career Program Sponsored Training**
- **Funded by Career Programs**
- **DA/OSC Suspense Dates for each Program**
- **(See Attachment)**
- **POCs:**
 - **Connie Resetich, AMSOS-HRL, Resetichc, x27777**
 - **Judy Marxen, AMSOS-HRL, Marxenj, x27775**



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Competitive Career Program Training

	PROGRAM TITLE	Length of Program	Grade Eligibility GS/GM	Program Dates	Application Due HQ, OSC	Chapter in CPOL Catalog
ACFP	Army Congressional Fellowship Program <i>(formerly LEGIS)</i>	15 Months	13/14/15	Aug 03 - Dec 04	1 Sep 02	3
AWC	Army War College - (Resident)	10-12 Month	14/15 (+Hi-potential 13s)	J ul 03 - J un 04	16 Sep 02	2
AWC-DE	Army War College Distant Education <i>(formerly Army War College Corresponding Studies)</i>	2 Years	14/15 (+Hi-potential 13s)	J ul 03 - J ul 05	16 Sep 02	2
CPD	Competitive Professional Development - College/University/Developmental Assignments	Various	11 and above (unless specified)	J an 03 May 03 Aug 03	9 Aug 02 2 Nov 02 17 Feb 03	3
DELDP	DOD Executive Leadership Development Program NOTE: This will not be centrally funded this year	10 Months	12/13	Sep 03 - J un 04	25 J an 03	3
EMPEP	OSD Energy Management Professional Enhancement Program	12 Months	11 and above	Aug 03 - Aug 04	1 Sep 02	4
Harvard SEP	Harvard University Program for Senior Executive Fellows	4 Weeks	14/15	1 Apr - 25 Apr 03 27 Oct - 21 Nov 03	1 Nov 02 30 May 2003	4
ICAF	Industrial College of the Armed Forces	10 Months	14/15	Aug 03 - J un 04	16 Sep 02	2
MDMPEP	Materiel & Distribution Mgmt Professional Enhancement Program (CP-13)	12 Months	12/13/14	J an 03 - Dec 03 J ul 03 - J un 04	9 Aug 02 10 Feb 03	3
MMPEP	Materiel Management Professional Enhancement Program (CP-17)	12 Months	12/13/14	Aug 03 - Aug 04	3 Feb 03	3
NSMC	National Security Management Course <i>(formerly Harvard SONS)</i>	6 Weeks	15 (+Hi-potential 14s)	Apr 03 - May 04	4 November 2002	4
NWC	National War College	10 Months	14/15	Aug 03 - J un 04	16 Sep 02	2
SARSF	Secretary of the Army Research & Study Fellowship	6-12 Months	12 and above	FY 03	9 Aug 02 2 Nov 02 17 Feb 03	3
TMPEP	Transportation Management Professional Enhancement Program	12 Months	12/13	J ul 03 - J ul 04	13 Dec 02	3



AMSOS-HRL Leadership Program Points of Contact

- **Doreen Youngberg, Youngbergd, 3332**
- **Sonya Tawney, Tawneys, 4071**
- **Connie Resetich, Resetichc, 7777**
- **Judy Marxen, Marxenj, 7775**

Total Employee Development (TED)



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The Total Employee Development (TED) System

POCs:

**Tracy Wyant, X7027, wyantt@osc.arm.mil
Gov't Training, ACALA Academy**

**Lisa Schuldt, X4310, schuldtl@osc.army.mil
Non-Gov't Training, E-Learning**

**Pam Adams, X7731, adamsp@osc.army.mil
College/University Training, Various Non-
Gov't Trng**





Leadership and Total Employee Development Office

- **OSC Leadership Programs**
- **OD Services**
- **Labor-Management & Partnering**
- **Long Term Training and University Training**
- **Total Employee Development**

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**Doreen Youngberg, X3332,
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Lisa Schuldt, X4310, schuldtl@osc.army.mil



TED Overview

- **Web-Based System**
- **1,100 OSC Users & Tenant Agencies**
- **Deploying to OSC Installations**
- **400 monthly training requests processed**
- **3 Training Coordinators**
- **3 Credit Cards with an annual obligation of \$2,000,000**





TED Supervisory Module Tools

- **Client Training Requests**

Capability to view employee training requests, both current and past.

- **Reports**

Cost Projection

Training Plan

Training No Show

Employee Access Dates

Employee Work Skills

List Employees by Skill

Employee IDP Report

Financial Report

- **Continuous Learning Points (CLP) Policy**

Specific policy and guidelines for approving CLP



Supervisor's TED Responsibilities

- **Approve/Deny/Pend Client Training Requests**
Important to take action in a timely manner on all training requests.
- **Coordinate Training Budget w/Financial Coordinator**
Training dollars and travel requirements should be coordinated with Financial Coordinator before approval.
- **Utilize TED Reports for Workload Scheduling/Availability**
TED reports should be utilized prior to approval.
- **Approval of CLPs**
CLPs can be adjusted at any time while the training instance is still active.
- **Cancellations**
All cancellations require written supervisors approval.
- **On-Site Capabilities**
Retirement Seminar, USDA Grad School Classes, et

Supervisory Training

Classification and Pay

Dan Dickman
Position Classification Specialist
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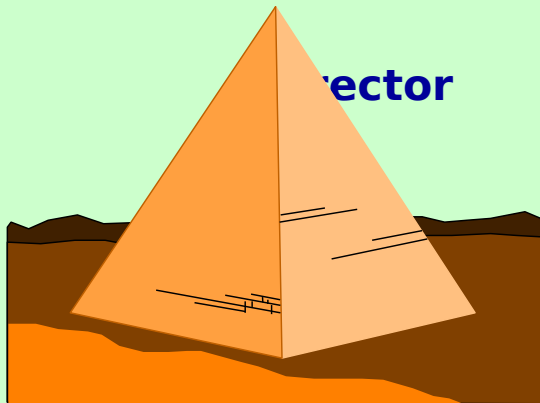


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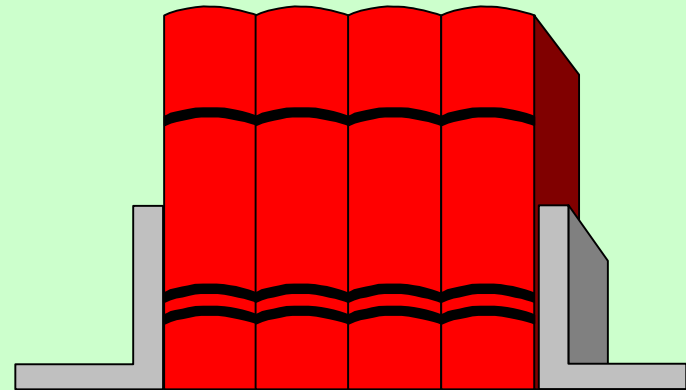


2 Components of Classification Authority

- **Position Management**



- **Position Classification**





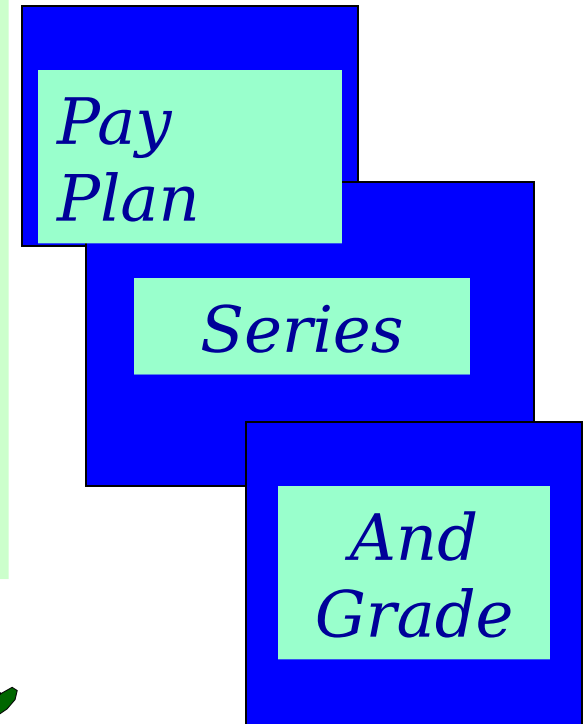
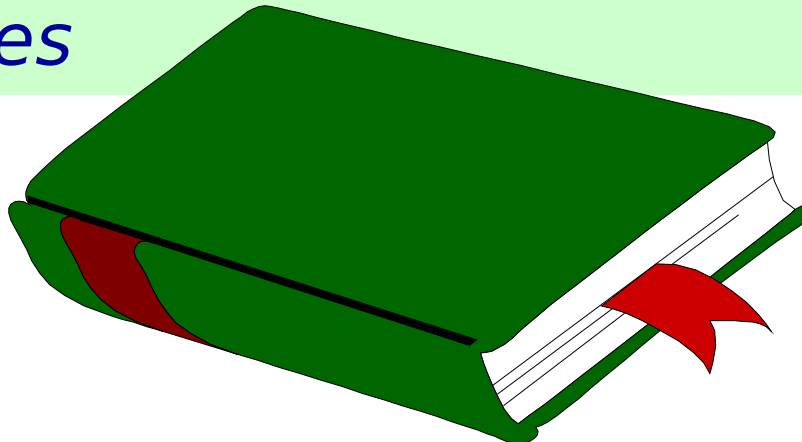
Position Management

- **Efficient and cost effective assignment of work in support of the mission**
- **Key components:**
 - **distribution of work**
 - **organizational design**
 - **supervisory ratio/high grades**



POSITION CLASSIFICATION

Position Classification is the process of determining the appropriate pay plan, title, series and grade for civilian positions consistent with prevailing laws, standards and guides





Delegated Classification Authority (DCA)

- **CS has DCA for all OSC GS-14/15s**
- **Director, HR, has DCA for HQ GS-13s and below**
- **Commanders/Activity Directors/Paul Woodhouse (Inactives) have DCA for GS-13s and below under their purview**
- **DA goal - 90% grade accuracy rate**



BASIC PRINCIPLES OF POSITION CLASSIFICATION

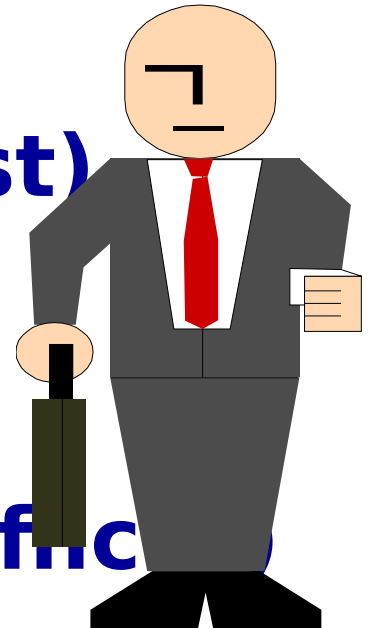
PAY EQUITY

- **Equal Pay for Equal Work**
- **Difference in Pay for Substantial Difference in Duties, Responsibilities and Qualifications**
- **Reasonable Alignment of Federal Pay with Business and Industry**
- **Support all aspects of personnel administration**
 - **Defines quals required; dictates recruitment source; and impacts RIF**



TWO PRIMARY PAY SYSTEMS

- **General Schedule System (GS, GM)....**
- **Professional (Doctor)**
- **Administrative (Mgt Analyst)**
- **Technical (Supply Tech)**
- **Clerical (Admin Support)**
- **Other (Firefighter, Police Officer)**

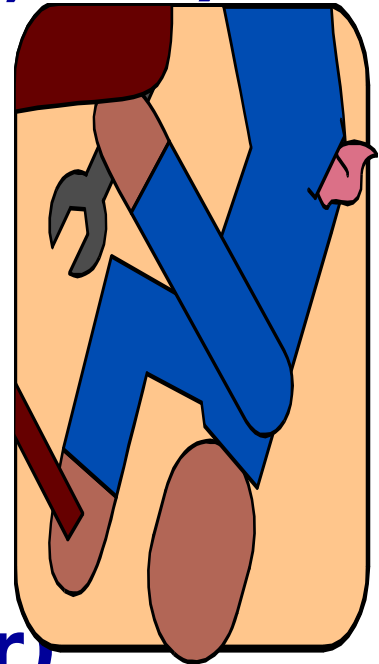




TWO PRIMARY PAY SYSTEMS (cont'd)

Federal Wage System (WG, WL, WS)...

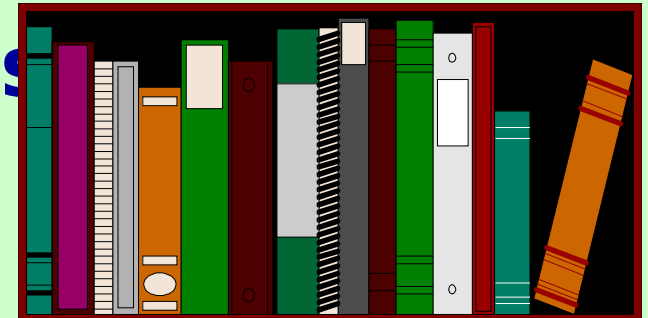
- **Wage Grade Supervisors**
- **Wage Grade Leaders**
- **Skilled (Carpenter)**
- **Semi-skilled (Truck Driver)**
- **Unskilled (Custodial Worker)**





GUIDES/ TOOLS NEEDED TO CLASSIFY A POSITION

- **OPM Handbook of Occupational Series GS**
- **Definition of Trade & Labor Jobs Families and Occupations (FWS)**
- **OPM Position Classification Standards and Guides**
- **Precedent decisions**
 - **Class appeals, etc.**





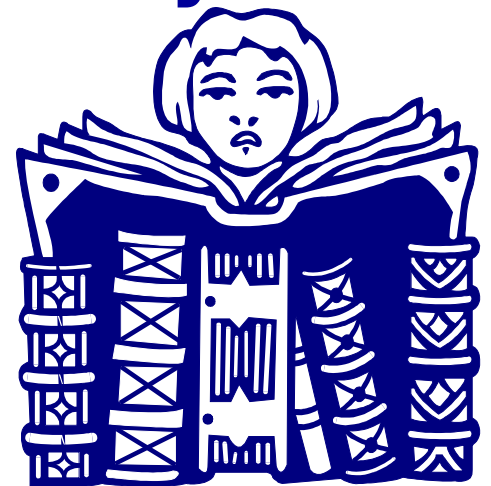
PARTS OF A STANDARD

- **Series Definition**
- **Exclusions**
- **Titling Information**
- **Occupational Information**
- **Evaluation criteria**



PROCEDURES FOR CLASSIFYING POSITIONS

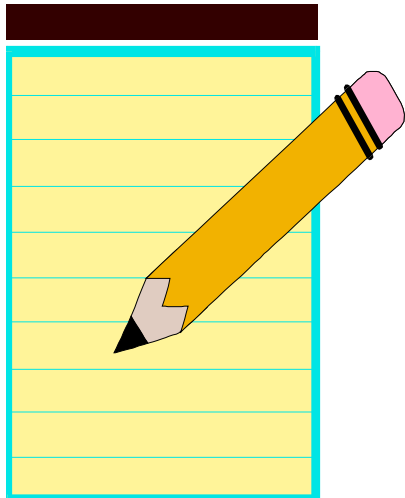
- **Prepare an Adequate Position Description**
- **Determine Pay Plan**
- **Narrow Duties down to Family or Group**
- **Select Series in Family or**
- **Determine Grade**
- **Determine title**





FES FORMAT

- *Introduction....*
- *Major Duties and Responsibilities*

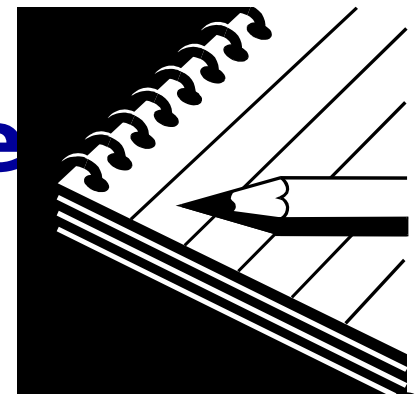


- *Factor Statements:*
 - 1. Knowledge Required*
 - 2. Supervisory Controls*
 - 3. Guidelines*
 - 4. Complexity*
 - 5. Scope and Effect*
 - 6. Personal Contacts**
 - 7. Purpose of Contacts**
 - 8. Physical Demands*
 - 9. Work Environment*



WRITING AND CLASSIFYING POSITION DESCRIPTIONS

- **Write in format of grade-controlling standards**
- **Classify by comparing duties and levels of responsibility to the grade or factor level criteria in standard**
- **Common error - agency me not MACOM/MSC**





Job Description

- **Major Duties**
- **Supervisory Controls**
- **“Performs other duties as assigned.”**
- **Other position requirements (AAC membership, travel, financial disclos, etc.)**



FACTORS THAT DO NOT AFFECT CLASSIFICATION

- **Volume of work**
- **Performance**
- **Financial Needs**
- **Appearance**
- **Length of Service**
- **Social Standings**
- **Dedication**
- **High Qualification Not Necessary to Performance**

FACTORS THAT MAY AFFECT THE CLASSIFICATION

- **Permanent, Significant Changes in Duties**
- **Changes in Responsibilities**
- **Change in Supervisory Relationships**
- **Additional or New Mission/Programs**
- **Reorganization of Work Unit**
- **New Legislation/Regulations**
- **New Standards and Signif Class Decisions/appeals**



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CLASSIFICATION APPEALS



WHAT MAY BE APPEALED?

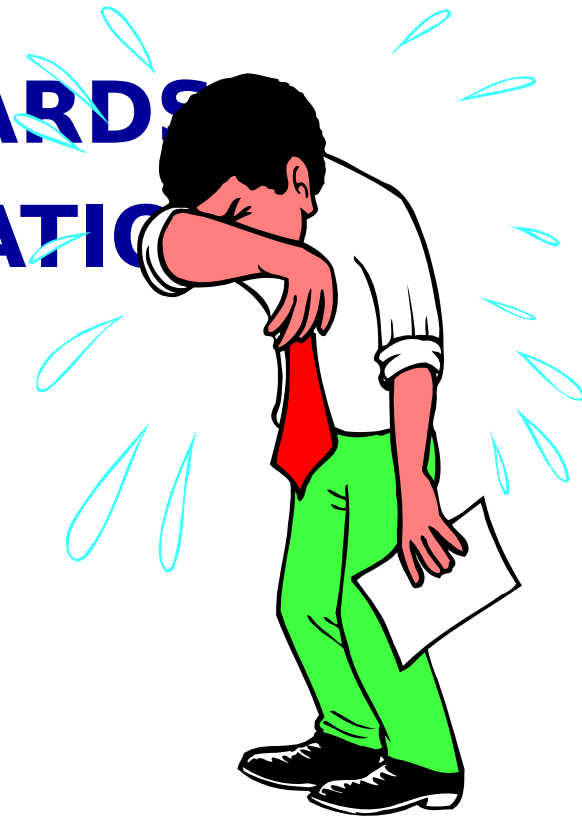
- **PAY CATEGORY**
- **TITLE**
- **SERIES**
- **GRADE**





WHAT MAY NOT BE APPEALED

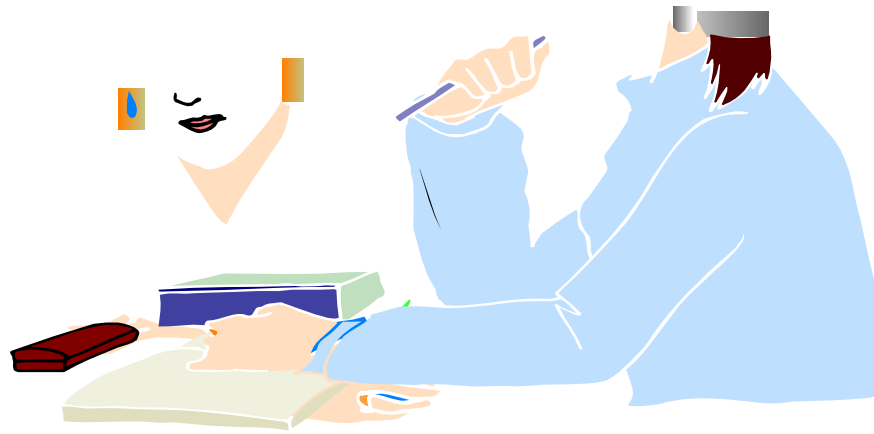
- **PD ACCURACY**
- **CLASSIFICATION STANDARDS**
- **A PROPOSED CLASSIFICATION**
- **DETAIL OR TEMPORARY PROMOTION POSITION**
- **OPM APPEAL DECISION**





WHERE TO APPEAL - GS EMPLOYEES

- **DOD FIELD ADVISORY SERVICE (FAS)**
- **DIRECTLY TO OPM**
- **THROUGH FAS TO OPM**





WHERE TO APPEAL - FWS EMPLOYEES

- **MUST APPEAL TO DOD FIELD ADVISORY SERVICE BEFORE GOING TO OPM**
- **IF APPEALING ONLY PAY CATEGORY, FWS EMPLOYEES MAY GO DIRECTLY TO OPM OR THROUGH FAS TO OPM**



WHEN TO APPEAL

- **AT ANY TIME**
- **FWS EMPLOYEES MUST FILE WITH OPM WITHIN 15 DAYS OF AN AGENCY DECISION**
- **EMPLOYEES SUFFERING AN ADVERSE ACTION MUST FILE WITHIN 15 DAYS OF THE EFFECTIVE DATE TO PRESERVE RETROACTIVE ENTITLEMENT**
- **EMPLOYEE MUST NOT BE ELIGIBLE FOR RETAINED GRADE OR PAY**



APPEAL PROCEDURES

- **APPEAL MUST INCLUDE:**
 - **NAME, MAILING ADDRESS, TELEPHONE NUMBER**
 - **EMPLOYING ACTIVITY, SERVICING PERSONNEL OFFICE**
 - **CURRENT AND REQUESTED CLASSIFICATION**
 - **COPY OF OFFICIAL PD**
 - **EMPLOYEE'S ACCURACY STATEMENT**



APPEAL PROCEDURES (CONTD)

- **WHY CLASSIFICATION IS IN ERROR**
- **DESIGNATION OF REPRESENTATIVE (IF APPLICABLE)**
- **SIGN APPEAL**
- **CPAC WILL:**
 - **OBTAIN SUPERVISOR'S ACCURACY STATEMENT**
 - **SEND COPY OF APPEAL TO CPOC**



APPEAL PROCEDURES (CONTD)

- **CPOC WILL PROVIDE:**
 - **SUPERVISOR'S PD AND EVALUATION STATEMENT (MAY NEED TO BE DEVELOPED IF MILITARY)**
 - **EVALUATION STATEMENT**
 - **SUBORDINATE PD'S AND EVALUATIONS**
 - **MISSION STATEMENT AND ORGANIZATION CHART**
 - **LATEST SF-50 SHOWING PD NUMBER**



APPEAL PROCEDURES (CONTD)

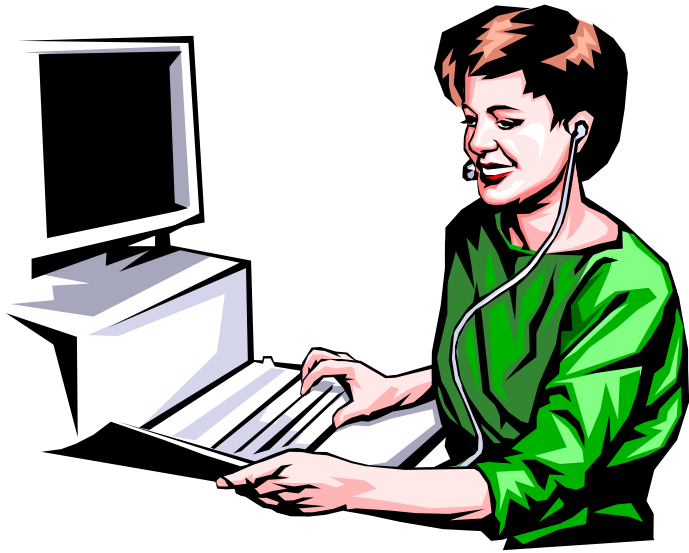
- **CPOC WILL PROVIDE:**
 - **COPIES OF PREVIOUS RELATED APPEAL DECISIONS**
 - **COPIES OF APPLICABLE COMPONENT DEVELOPED STANDARDS**
 - **PERFORMANCE STANDARDS**
 - **CPOC WILL FURNISH A COPY OF EVERYTHING TO THE APPELLANT!**



AVOIDING APPEALS

- **LISTEN TO THE EMPLOYEE**
- **IDENTIFY THE DUTIES THE EMPLOYEE THINKS SUPPORTS A DIFFERENT CLASSIFICATION**
- **EXPLAIN THE STANDARDS**





AUTOMATION TOOLS



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[Http://cpol.army.mil](http://cpol.army.mil)*

- **Civilian Personnel On Line**
- **Reference***
 - **Policy and Guidance Library***
 - **OPM***
 - **Position Classification/Qualification Standards***
 - **Significant Decision and Opinions***
- **FASCLASS II**





PAY

- **Exempt vs Nonexempt**
 - **Exempt not covered under Fair Labor Stnds Act**
 - **Nonexempt covered under FLSA**
- **Comp time- can be forced for Exempt; can be requested by nonexempt**
- **Unofficial comp time is NOT legal**
- **Regularly scheduled work determines entitlement to night diff**



PAY - cont.

- **Travel - Outside regularly sched hour**
 - **Exempt - extremely rare within OSC that overtime or comp time should be approved**
 - **Nonexempt - generally allowed overtime for required travel during reg sched hours on non-duty day but not for after duty hours**
- **Questions on approvals, call Jody Besse, 21251 or Dan Dickman, 24497.**

QUESTIONS ????

**CALL CPAC SERVICING
PERSONNELIST or Dan Dickman**



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